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**Unit I: Indian Ethos for Management**

**Case Study: Infosys – Integrating Indian Ethos in Modern Management**

**Background**  
Infosys, a leading IT services company founded in 1981, is globally recognized for its ethical and value-driven approach to management. The organization draws heavily from Indian wisdom, emphasizing integrity, innovation, and employee well-being while operating in a highly competitive global market.

**Scenario**  
Under the leadership of Narayana Murthy, Infosys incorporated principles from Indian ethos, such as self-discipline, a sense of duty, and holistic well-being. These principles guided managerial decisions, including financial transparency and ethical practices in business dealings.

**Management Insight**

1. **Intuition in Management**: Infosys managers often used a combination of data-driven insights and intuitive decision-making to identify trends and innovate solutions for clients.
2. **Wisdom and Modern Management**: Core Indian values like "Dharma" (duty) and "Karma" (action) inspired Infosys to focus on long-term goals rather than short-term gains.
3. **Globalization and High Technology**: Infosys leveraged Indian values of adaptability and inclusivity to thrive in global markets. Its corporate mantra emphasized being "locally rooted, globally connected."

**Outcomes**

* Infosys became one of the most respected companies globally, known for its ethical governance.
* Employee morale remained high due to a focus on work-life balance and holistic development programs.

**Discussion Questions**

1. How did Infosys’ adherence to Indian ethos enhance its managerial effectiveness?
2. Can traditional Indian values sustain success in a fast-changing tech industry?

**Unit II: Total Quality Management (TQM)**

**Case Study: Maruti Suzuki’s Kaizen Approach to Quality Management**

**Background**  
Maruti Suzuki, India’s largest car manufacturer, adopted the Kaizen model (continuous improvement) to enhance product quality and operational efficiency. Inspired by Japanese management principles, the company integrated TQM with Indian work culture.

**Scenario**  
In the early 2000s, Maruti Suzuki faced quality concerns due to increased competition. The company decided to implement TQM practices focusing on employee involvement, internal quality assurance, and customer satisfaction.

**Key Initiatives**

1. **Human Values in TQM**: Maruti emphasized teamwork, mutual respect, and employee training as pillars of quality improvement.
2. **Quality Tools**: Statistical tools were used to monitor production quality, reducing defects by 30% within the first year.
3. **Kaizen Model**: Employees were encouraged to suggest small, incremental improvements in processes. Over 50,000 suggestions were implemented, leading to significant cost savings and quality enhancement.

**Outcomes**

* Maruti Suzuki achieved market leadership with a reputation for reliability and affordability.
* Employee engagement increased as workers felt valued for their contributions to quality improvement.

**Discussion Questions**

1. How did Maruti Suzuki align TQM with human values?
2. What role did the Kaizen model play in fostering a culture of continuous improvement?

**Unit III: Corporate Social Responsibility (CSR) and Corporate Governance**

**Case Study: Tata Group’s CSR and Governance Practices**

**Background**  
The Tata Group, known for its ethical business practices, has consistently demonstrated leadership in CSR and corporate governance. From education and healthcare to environmental conservation, Tata's initiatives have had a lasting impact on society.

**Scenario**  
The Tata Group’s emphasis on CSR dates back to its founder, Jamsetji Tata, who believed businesses should serve the community. In the 21st century, under Ratan Tata’s leadership, the group formalized CSR initiatives focusing on rural development, education, and sustainability.

**Key Elements**

1. **Social Responsibility**: Initiatives like Tata Trusts contributed to education, health, and rural development. The Tata Group allocated 2% of its profits to CSR annually.
2. **Corporate Governance**: Tata adhered to stringent governance standards, ensuring transparency, accountability, and stakeholder inclusivity.
3. **Impact on Lifestyle**: Projects like Tata Steel Rural Development Society uplifted the standard of living for communities near its plants.

**Outcomes**

* Tata Group’s governance practices earned it global recognition and investor trust.
* CSR initiatives improved community well-being, aligning with the company’s vision of "improving the quality of life of the communities we serve."

**Discussion Questions**

1. How has Tata Group maintained a balance between profitability and social responsibility?
2. Analyze the role of corporate governance in sustaining Tata’s ethical image.

**Unit IV: Business Ethics and Stress Management**

**Case Study: Wipro’s Stress Management Programs and Ethical Framework**

**Background**Wipro, one of India’s top IT companies, faced challenges managing employee stress due to demanding schedules and high-pressure deliverables in the competitive IT sector. The company introduced innovative stress management programs while upholding a strong ethical framework.

**Scenario**  
Wipro identified rising stress levels among employees during its rapid expansion phase in the 2010s. Factors included tight deadlines, long working hours, and cross-border communication challenges. The HR team devised strategies to address these issues.

**Key Initiatives**

1. **Stress Management Programs**:
   * Regular mindfulness and yoga sessions were conducted.
   * Flexible work hours and remote work options were introduced to help employees achieve work-life balance.
2. **Ethical Dilemmas**: Wipro implemented training to handle ethical challenges in global markets. Employees were trained to make decisions aligned with Indian values like honesty and fairness.
3. **Burnout Prevention**: The company introduced job rotation policies to reduce monotony and enhance skill development.

**Outcomes**

* Employee stress levels dropped significantly, improving productivity and job satisfaction.
* Wipro strengthened its reputation as an ethical and employee-friendly company.

**Discussion Questions**

1. How did Wipro’s stress management initiatives address the root causes of burnout?
2. Why is integrating business ethics crucial in global markets?